

to customers by private organizations providing a comparable or analogous service.

All executive departments and agencies (hereinafter referred to collectively as "agency" or "agencies") that provide significant services directly to the public shall provide those services in a manner that seeks to meet the customer service standard established herein and shall take the following actions:

- (a) identify the customers who are, or should be, served by the agency;
- (b) survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services;
- (c) post service standards and measure results against them;
- (d) benchmark customer service performance against the best in business;
- (e) survey front-line employees on barriers to, and ideas for, matching the best in business;
- (f) provide customers with choices in both the sources of service and the means of delivery;
- (g) make information, services, and complaint systems easily accessible; and
- (h) provide means to address customer complaints.

Sec. 2. Report on Customer Service Surveys. By March 8, 1994, each agency subject to this order shall report on its customer surveys to the President. As information about customer satisfaction becomes available, each agency shall use that information in judging the performance of agency management and in making resource allocations.

Sec. 3. Customer Service Plans. By September 8, 1994, each agency subject to this order shall publish a customer service plan that can be readily understood by its customers. The plan shall include customer service standards and describe future plans for customer surveys. It also shall identify the private and public sector standards that the agency used to benchmark its performance against the best in business. In connection with the plan, each agency is encouraged to provide training resources for programs needed by employees who directly serve customers and by managers making use of customer survey information to promote the principles and objectives contained herein.

Sec. 4. Independent Agencies. Independent agencies are requested to adhere to this order.

Sec. 5. Judicial Review. This order is for the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

William J. Clinton

The White House,
September 11, 1993.

[Filed with the Office of the Federal Register, 11:39 a.m., September 13, 1993]

NOTE: This Executive order was published in the *Federal Register* on September 14.

Memorandum on Streamlining the Bureaucracy

September 11, 1993

Memorandum for Heads of Departments and Agencies

Subject: Streamlining the Bureaucracy

Consistent with the National Performance Review's recommendation to reduce the executive branch civilian work force by 252,000, or not less than 12 percent, by the close of fiscal year 1999, I hereby direct each head of an executive department or agency to prepare, as a first step, a streamlining plan to be submitted to the Director of the Office of Management and Budget not later than December 1, 1993.

The streamlining plans shall be prepared in accordance with the following:

1. Each executive department's and agency's plans should address, among other things, the means by which it will reduce the ratio of managers and supervisors to other personnel, with a goal of reducing the percentage who are supervisors or managers in halving the current ratio within 5 years.
2. The streamlining plans should be characterized by (a) delegation of authority, (b) decentralization, (c) empowerment

of employees to make decisions, and (d) mechanisms to hold managers and employees accountable for their performance.

3. Each plan shall address ways to reduce overcontrol and micromanagement that now generate "red tape" and hamper efficiency in the Federal Government. Each streamlining plan should also propose specific measures to simplify the internal organization and administrative processes of the department or agency.
4. The streamlining plans should further seek to realize cost savings, improve the quality of Government services, and raise the morale and productivity of the department or agency.
5. All independent regulatory commissions and agencies are requested to comply with the provisions of this memorandum.

The Director of the Office of Management and Budget is authorized and directed to publish this memorandum in the *Federal Register*.

William J. Clinton

[Filed with the Office of the Federal Register, 11:40 a.m., September 15, 1993]

NOTE: This memorandum was published in the *Federal Register* on September 16.

Appointments of Members of the White House Conference on Small Business Commission

September 12, 1993

The President today appointed 11 members to the White House Conference on Small Business Commission and designated New York businessman Alan Patricof to be the Commission's Chair. The Commission is responsible for developing recommendations for Executive and legislative action to encourage the economic viability of small business and for convening the 1994 White House Conference on Small Business.

"I am very proud to have put together this outstanding group of people to serve on this Commission," said the President. "I am committed to expanding opportunities for small

business and look forward to receiving this Commission's advice."

In addition to the Chairman, the members of the Commission are: Merle Catherine Chambers; Rudolph I. Estrada; Clark Jones; Mary Francis Kelly; Peggy Zone Fisher; Larry Shaw; C. Hough Friedman; Brian Lee Greenspun; Josie Natori; and Gary M. Woodbury.

NOTE: Biographies of the appointees were made available by the Office of the Press Secretary.

Remarks at a Signing Ceremony for the Israeli-Palestinian Declaration of Principles

September 13, 1993

The President. Prime Minister Rabin, Chairman Arafat, Foreign Minister Peres, Mr. Abbas, President Carter, President Bush, distinguished guests.

On behalf of the United States and Russia, cosponsors of the Middle East peace process, welcome to this great occasion of history and hope.

Today we bear witness to an extraordinary act in one of history's defining dramas, a drama that began in the time of our ancestors when the word went forth from a sliver of land between the river Jordan and the Mediterranean Sea. That hallowed piece of earth, that land of light and revelation is the home to the memories and dreams of Jews, Muslims, and Christians throughout the world.

As we all know, devotion to that land has also been the source of conflict and bloodshed for too long. Throughout this century, bitterness between the Palestinian and Jewish people has robbed the entire region of its resources, its potential, and too many of its sons and daughters. The land has been so drenched in warfare and hatred, the conflicting claims of history etched so deeply in the souls of the combatants there, that many believed the past would always have the upper hand.

Then, 14 years ago, the past began to give way when, at this place and upon this desk, three men of great vision signed their names to the Camp David accords. Today we honor